

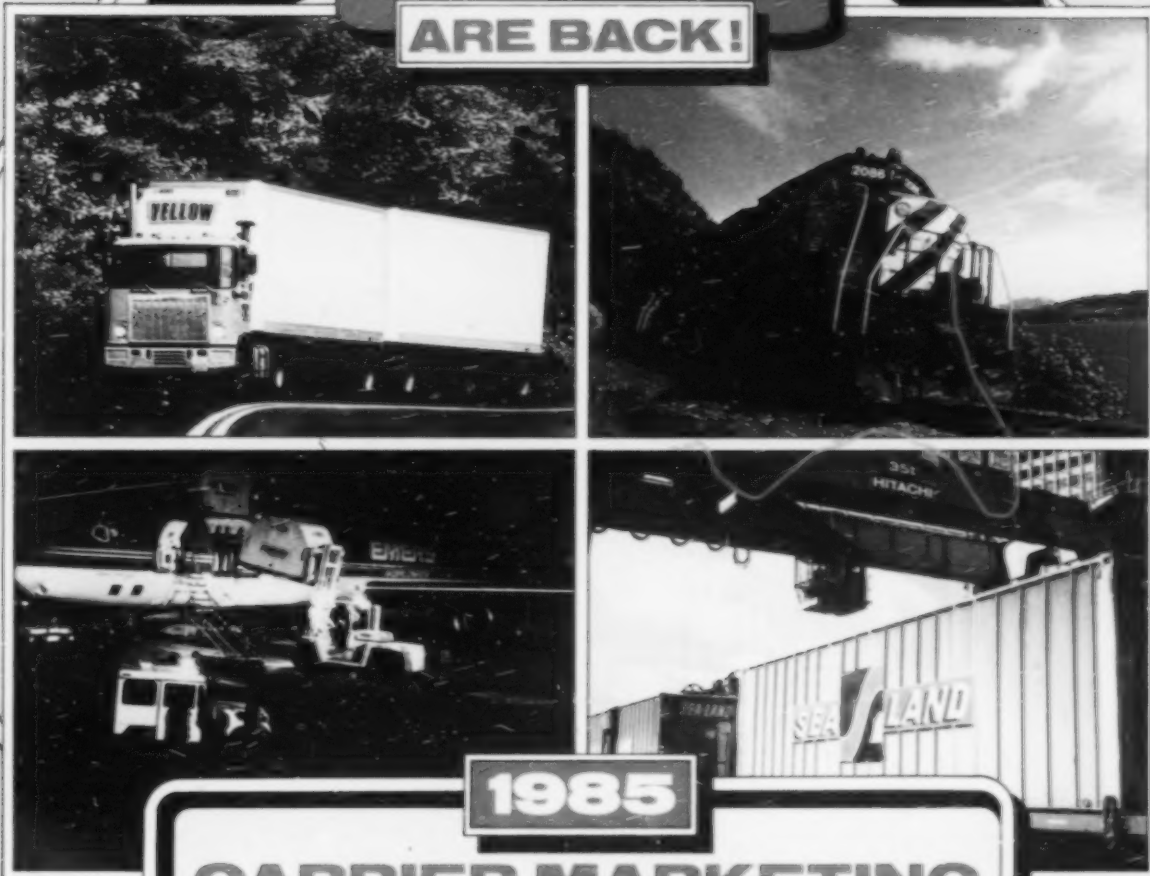
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SEPTEMBER 1985

DISTRIBUTION

FOR TRAFFIC & TRANSPORTATION DECISION MAKERS

**THE
BEST
ARE BACK!**



1985

CARRIER MARKETING AWARDS

NASSTRAC'S TOP SHIPPERS
REINING IN RUNAWAY LTL COSTS
STATE-BY-STATE TAX & REGS GUIDE
FREIGHT PAYMENTS, PART III
TAKING THE BILL BY THE HORNS

ESTABLISHED 1901

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Move over, Coke; we've made some product enhancements that has our competition on its way to becoming a classic.

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DIALOGUE

According to our May questions regarding safety on the nation's highways, everyone agrees that we touched upon an important issue, and nearly everyone agrees that there's room for improvement. About the causes, though, there is less agreement. By about a two-to-one margin, readers told us that they thought eased entry requirements and other liberalities associated with deregulation have not had a significant effect on the state of highway safety. It's not the way trucking operations are being run that is to blame, they say, but the way trucks are being mishandled by drivers. Others, however, argue that these abuses wouldn't be as prevalent but for the deregulated environment, which forces truckers to cut corners in order to remain competitive.

"Most of the 16,000 pre-deregulation carriers practice safety. The new entries either don't concern themselves with it or are going through the learning curve. Safety records and programs take years to develop."—**Bill George, vice president, Jack B. Kelley, Inc., Amarillo, Tex.**

"As a private fleet operator, we believe a good driver safety program is the key to millions of miles of accident-free operation."—**Ed Loftus, distribution/transportation manager, Ampex Corp., Opelika, Ala.**

"I believe the highways would be safer if all states, especially Texas, would adopt federal motor carrier safety rules and regulations."—**Karl Keffer, traffic manager, Texas Instruments, Stafford, Tex.**

"The trucking industry has performed terribly and now is crying the blues. It is our fault and problem and we must solve it."—**Fred Hough, private fleet manager, Pennzoil, Shreveport, La.**

"The tremendous downward pressure on rates brought on by the entrance into the business of many small, low-overhead carriers has forced a reduction in safety activities and expenditures."—**Unsigned.**

"In recent sensationalized reports of equipment conditions, no distinction is made between owner/operators and private fleets. I believe private fleets are safer than either o/os or common carriers."—**Robert H. Allen, transportation manager, Die Molding Corp., Cavastoda, N.Y.**

"Deregulation has increased the need for emphasis on vehicle maintenance and driver control. Responsibility has been transferred from the government to the individual companies."—**Dennis Torberson, distribution manager, ACF, Sherman, Tex.**

"Disobedience of speed limits causes most traffic accidents. Truckers especially should be rigidly disciplined for exceeding weight and speed limits."—**Unsigned.**

continued

QUESTION OF THE MONTH

YOU MAKE THE CALL

With our second, bigger, and better year of Carrier Marketing Awards now under our belt (page 10), we think it is a good time to determine just how well carriers are absorbing the messages you shippers have been sending them.

Marketing manifests itself in many ways, but in transportation, it still primarily reaches the shipper through thousands of carrier sales representatives along the front lines. Distribution managers are constantly faced with sales calls from more carriers than they can possibly use. Dealing with carrier reps is one of the largest time-management problems shippers have. You don't want to shut reps off totally, because you might miss some innovative ideas. Still, you need to balance your priorities.

Four years ago, a Dialogue card asked about the abilities and techniques of carrier reps. It yielded a large response that indicated less-than-wholesale satisfaction, within shipper ranks, with the people calling on them every day.

Have heightened competitive pressures compelled carrier reps to sharpen their approaches? Or are they still coming at you with the same old shill? The questions below will help us compile a new report card for this highly visible segment of the transportation marketplace.

DIALOGUE

September 1985

• Today's carrier reps seem to think the best way to make a sale is through (check one only): _____lowest rates; _____personal favors; _____customized service and follow-up; _____route structure; _____endorsements from other shippers; _____carrier reputation; _____other (please specify) _____

• Most carrier salespeople seem to be interested in my requirements. _____I agree; _____I disagree.

• Most carrier reps are good at following up on problems or complaints. _____I agree; _____I disagree.

• Most carrier reps are adequately trained. _____I agree; _____I disagree.

• Most carrier reps are too aggressive. _____I agree; _____I disagree.

• Everything else being equal, most shippers will give the business to who they like. _____I agree; _____I disagree.

September 1985

What criteria do you use for choosing which carrier reps you will see?

What is the best way to tell carriers you aren't interested in their services?

NAME (print)

TITLE

COMPANY

PHONE

ADDRESS

CITY

STATE

ZIP

FIGURES IN SPEECH

(Quotes from transportation and distribution notables that caught the ears of *DISTRIBUTION* Editors while covering the industry meeting and seminar circuit:)

"The 55 mph national speed limit must be maintained and uniformly enforced to preserve the positive safety and fuel savings of the past 10 years. We fully support the American Trucking Associations' position that allowing higher speed limits on some highways will eventually result in the elimination of the 55 mph speed limit on all highways.

"The overall concern of the major tank truck carriers like ourselves is for the safety of our drivers and the public. There is no doubt that driving at higher speeds saves time. It also has the potential to kill."—**Gerald J. Trippitelli, president and CEO, Matlack, Inc.**

"Space platform developments may give rise to a new industry in the latter half of the decade of the Nineties. There may be a place for specialized carriers providing a new breed of transportation service to and from these platforms, bringing raw materials and transporting back finished goods that may have been manufactured in space."—**Tom Heijman, vice president, Emery Air Freight.**

"I believe most of the responsibility is on the shoulders of the drivers, with or without deregulation. I do believe in enforcing strict standards."—**Ray Plumley, safety chairman, International Honeycomb, University Park, Ill.**

"Private fleets have always been well-run and safety-minded. The for-hire brokers that live by the seat of their pants cause more accidents, and now they can operate as a private carrier with the same equipment."—**Unsigned.**

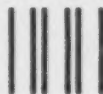
"The majority of fleet drivers act as professionals; however, there are always companies looking for a fast buck and they have the poorest equipment and drivers. Deregulation has not contributed to this situation."—**Richard Ditrach, corporate traffic manager, Dezurik, Sartell, Minn.**

"Poor road design and maintenance by both state and federal governments is a prime cause of accidents. Witness how long the feds played pork barrel politics with highway construction funds financed by a tax on fuel."—**James J. Paule, traffic manager, Spangler Candy Co., Bryan, Oh.**

"Many small companies have entered into interstate trucking without significant knowledge of their responsibilities. They have turned their daily operation over to untrained personnel. Hence, driver hours and safety of equipment go by unnoticed."—**George Kastner, transportation supervisor, Stone Container Corp., Melvindale, Mich.**

IS DEREGULATION HAZARDOUS TO YOUR HEALTH?

The safety record of private fleets has been adversely affected by deregulation.....	28%
disagree	51%
Which contributes most to highway accidents?	
driver error	48%
lack of enforcement of safety regs	28%
Increased size and weight limits have hurt	20%
disagree	61%
How much are counterfeit parts to blame?	
sometimes	50%
almost never	33%
often	20%
Our department has a safety compliance program.....	59%



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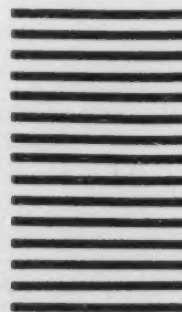
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FOURTH QUARTER

FORECAST

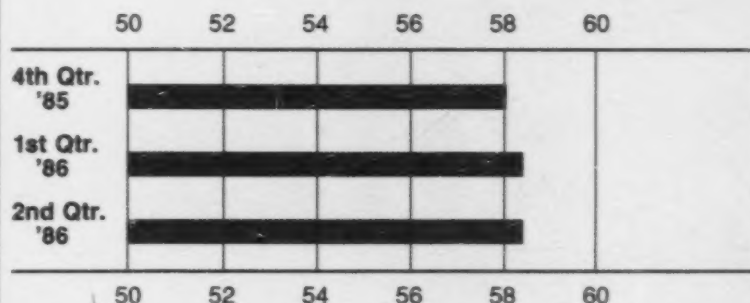
By Richard Lancioni, Ph.D.

GENERAL ECONOMIC INDICATORS

	4th QTR. FORECAST	1st QTR. '86 FORECAST	2nd QTR. '86 FORECAST
Real GNP (trillions)	\$4.0155	\$4.0977	\$4.1254
Retail Car Sales (millions of units, annual rate)	10.9	10.5	10.0
Housing Starts (1000s of units, annual rate)	1,783.2	1,748.9	1,732.1
Prime Rate (%)	10.3	10.5	11.6
Personal Income (trillions)	\$3.2990	\$3.2498	\$3.3776
Inflation Rate (%)	3.3	3.7	4.1
Unemployment Rate (%)	7.3	7.1	7.1
Net Exports (billions of \$)	85.4	86.2	89.1
Factory Utilization (%)	81.6	80.1	80.0

The outlook for the balance of 1985 and the first part of 1986 looks brighter. Businesses have gradually been cutting back on their overall inventory levels and consumer demand should begin to pick up in the fourth quarter as the holiday season begins. With inventory levels low, factory output should begin to rise in the fourth quarter. At the same time prices are rising slowly, averaging about 3 percent through the third quarter of 1985. This trend should continue through the last part of 1985 and the first quarter of 1986. A contributing factor to the overall improvement in the economy for the fourth quarter is the expected growth in government expenditures for defense goods. They increased from an annual rate of \$73 billion in April and should rise to more than \$120 billion in October as the fiscal year comes to a close. The major problem that continues to plague the economy is the ballooning federal deficit. If the value of the dollar continues to decline, the Federal Reserve may have to make extraordinary demands on the money markets in the fourth quarter of '85 to fund government operations.

PURCHASING MANAGERS COMPOSITE INDEX



Continued confidence in the economy is reflected in the Purchasing Index for the final quarter of 1985. Factory orders for the period should increase at an annual rate of more than 6 percent, and the production of non-electrical machinery, which had been declining in the early part of the year, will grow at more than 8 percent. Because much of the purchasing activity has been outside of the U.S., the rate of new factory orders could even be higher and rise through the first quarter of 1986. As long as inflation remains in check, industrial purchasing activity should increase over the long term.

FOURTH QUARTER

DISTRIBUTION INDEX Quarterly Shipper Forecast

	4th QTR. FORECAST	1st QTR. '86 FORECAST	2nd QTR. '86 FORECAST
Truck Shipments	147.7	146.7	146.9
Rail Shipments	127.4	126.9	127.1
Air Shipments	134.5	134.1	135.5
Water Shipments	118.1	117.1	118.3
Warehouse Space Utilization	134.2	133.1	132.2
Inventory Valuation	113.9	112.9	112.4

The distribution industry will experience more significant growth in the fourth quarter of 1985. Truck shipments are expected to reach a level of 147.7 through the first quarter because of the increase in overall factory shipments for the period. Rail shipments will also continue to expand, reaching a level of 127.4 in the same period. Moderation in rail shipments will occur in the first part of 1986 as economic activity begins to slow down. Air shipments will expand moderately in the fourth quarter, rising to the 134.5 level. Water shipments will also rise and then decline somewhat in the first quarter of 1986.

DIESEL FUEL PRICES

	4th QTR. FORECAST	1st QTR. '86 FORECAST	2nd QTR. '86 FORECAST
Full-Serve	127.7	128.8	128.8
Self-Serve	115.1	116.2	117.1

Source: American Trucking Associations

Energy prices should remain relatively constant through the fourth quarter of 1985. Full-serve diesel prices have moderated since the third quarter and will climb only moderately through the first part of 1986. Self-serve prices have also declined and will remain steady for the balance of the year. The fuel picture looks bright in the long term. With Saudi Arabia expected to increase its overall production, prices should decline significantly during 1986.

TRANSPORTATION TONNAGE INDEXES (1977 = 100.0)

	4th QTR. FORECAST	1st QTR. '86 FORECAST	1st QTR. '86 FORECAST
Rail	94.0	95.0	95.0
Truck	163.3	163.7	163.8
Barge	(N/A)	(N/A)	(N/A)

Source: Data Resources Inc.

Freight tonnage hauled by the major modes of transportation will rise moderately in the fourth quarter. Truck tonnage will reach the 163.3 level while rail will rise to the 95.0 level. Barge tonnage will increase moderately through the period as factory orders pick up.

TRANSPORTATION COST INDEXES (1977 = 100.0)

	4th QTR. FORECAST	1st QTR. '86 FORECAST	2nd QTR. '86 FORECAST
Rail	185.0	185.0	185.0
Truck	175.0	174.0	174.0
Barge	188.0	188.0	188.0

Source: Data Resources Inc.

The cost of moving freight in the fourth quarter will remain stable throughout the period. This is due to the stability in the fuel price sector which has experienced a drop in prices over the past two quarters. Labor costs should continue to decline over the period as new two-tier contracts are negotiated in the industry. Transportation costs in the long term should remain stable through the first and second quarters of 1986.

STATE TAXES

HOW GREAT ARE THE 48?

Our third annual report on the "State of the States" presents the good, the not so good, and the downright expensive facts about doing business in the contiguous 48.

**By Cathy Coffman, Special Projects Editor
and Bruce Heydt, Managing Editor**

This is round three of our regular yearly feature on state taxes. But if you're keeping tabs (saving back issues or whatever), you'll probably notice that this year differs from the last two years.

How To Get There...

Even though the Surface Transportation Act of 1984 brought a certain degree of uniformity to interstate transportation regulations, the reluctance of some states to accept deregulation has resulted in "mass confusion" concerning intrastate activity. So, we've emphasized statistics that describe the state of trucking in the "lower 48." Figures like fuel taxes, and the width and height of semis on interstate and intrastate roads are self-explanatory and seldom overlooked. However, such things as reciprocity agreements are not always taken into consideration when planning for the "long haul."

...And What To Expect

Once your trucks reach their

destination, there is the "state of the state," or manufacturing climate, that needs to be considered. We've included seven columns of figures that manufacturers deem as key measures of a state's ability to provide a productive environment for its businesses. The bottom line: if the state doesn't get high marks here, it usually doesn't pay to do business there. For the record, an entire study, done by Alexander Grant and Co., states that "America's economic outlook is bright and getting brighter." The accounting firm does not claim that the study presents an all-encompassing definition of manufacturing climates. Rather, it looks at what it takes to succeed in business or manufacturing within each state. We've presented specific figures from the study that we feel could specifically affect your executive distribution decisions.

Where To Get It

Sometimes it pays to have the whole study in front of you, espe-

cially if you're planning a distribution center in, say, the Middle Atlantic region, and are wondering whether locating it smack in the middle of Maryland has any advantages over somewhere in Delaware. If you're interested in obtaining the sixth annual study of General Manufacturing Climates published by Alexander Grant, send \$35 to Manufacturing Climates Study, Alexander Grant and Co., 1700 Prudential Plaza, Chicago, IL 60601, or call 312-856-0001.

If it's the American Trucking Associations' figures you're after, you can write the ATA, Department of State Laws, 2200 Mill Rd., Alexandria, VA 22314.

"The Reciprocity Guide," an invaluable tool for private carriers, is also available from the ATA by writing the ATA Private Carrier Conference at 1616 P Street, N.W., Washington, DC 20036.

Single copies of this article are available at no charge. Input 406 on Reader Service Card.

STATE TAXES

	VEHICLE REGISTRATION Motor fuel tax levels ¹	Size and weight limits Height ²	Width ³	Length ⁴	Twin combination lengths ⁵	Maximum Gross Weight ⁶	Reciprocity Agreements ⁷	Axle limits ⁸
ALABAMA	13.0 14.0	13'6"	102" 96"	NR 60'0"	28'6" NP	80.0 92.4	MRA IRP	20.0 39.6
ARIZONA	13.0 13.0	13'6"	102" 102"	51'0" NR	28'6" NR	80.0 80.0	IRP UPA	20.0 34.0
ARKANSAS	13.5 12.5	13'6"	102" 102"	48'0" NR	28'0" NR	80.0 80.0	IRP	20.0 34.0
CALIFORNIA	9.0 9.0	14'0"	102" 102"	48'0" 65'0"	28'6" 75'0"	80.0 80.0	UPA	20.0 34.0
COLORADO	12.0 13.0	13'0"	102" 102"	48'0" 70'0"	28'6" 70'0"	80.0 85.0	IRP	20.0 36.0
CONNECTICUT	15.0 15.0	13'6"	102" 102"	48'0" NR	28'0" NP	80.0 80.0		22.8 36.7
DELAWARE	11.0 11.0	13'6"	102" 96"	53'0" 60'0"	29'0" NP	80.0 80.0		20.0 34.0
FLORIDA	9.7 9.7	13'6"	102" 96"	48'0" NR	28'0" NP	80.0 80.0	MRA	22.0 44.0
GEORGIA	7.5 7.5	13'6"	102" 96"	48'0" 60'0"	28'0" NP	80.0 80.0	MRA	20.3 37.3
IDAHO	14.5 14.5	14'0"	102" 102"	48'0" NR	60'0" NR	80.0 105.5	IRP UPA	20.0 34.0
ILLINOIS	12.0 14.5	13'6"	102" 96"	53'0" 55'0"	28'6" 60'0"	80.0 73.3	IRP UPA	20.0 34.0
INDIANA	14.0 15.0	13'6"	102" 102"	48'6" NR	28'6" NR	80.0 80.0	MRA	20.0 34.0
IOWA	15.0 16.5	13'6"	102" 96"	53'0" 60'0"	28'6" 60'0"	80.0 80.0	IRP UPA	20.0 34.0
KANSAS	11.0 13.0	13'6"	102" 102"	53'0" NR	28'6" NR	80.0 85.5	IRP UPA	20.0 34.0
KENTUCKY	10.0 10.0	12'6"	102" 96"	53'0" 60'0"	28'0" NP	80.0 80.0	MRA IRP	20.0 34.0
LOUISIANA	16.0 16.0	13'6"	102" 96"	50'0" 65'0"	30'0" NP	83.4 88.0	MRA IRP	20.0 34.0
MAINE	14.0 14.0	13'6"	102" 102"	48'0" 60'0"	28'6" NP	80.0 80.0		22.0 34.0
MARYLAND	13.5 13.5	13'6"	102" 96"	48'0" NR	28'0" NP	80.0 80.0	MRA	22.4 36.0
MASSACHUSETTS	11.0 11.0	13'6"	102" 96"	48'0" 60'0"	28'0" NP	80.0 80.0		22.4 36.0
MICHIGAN	15.0 15.0	13'6"	102" 96"	50'0" NR	28'6" 59'0"	149.0 149.0	MRA	20.0 34.0
MINNESOTA	17.0 17.0	13'6"	102" 102"	48'0" 65'0"	28'6" NP	80.0 80.0	IRP UPA	20.0 34.0
MISSISSIPPI	9.0 10.0	13'6"	102" 102"	50'0" NR	30'0" NR	80.0 80.0	MRA IRP	20.0 34.0
MISSOURI	7.0 7.0	13'6"	102" 96"	53'0" 60'0"	28'0" 65'0"	80.0 73.3	MRA, IRP UPA	20.0 34.0
MONTANA	15.0 17.0	13'6"	102" 102"	48'0" NR	28'6" NR	80.0 80.0	IRP UPA	20.0 34.0
NEBRASKA	14.7 14.7	14'0"	102" 102"	53'0" NR	65'0" NR	80.0 95.0	IRP UPA	20.0 34.0
NEVADA	12.0 12.0	14'0"	102" 96"	48'0" NR	28'6" NR	80.0 109.0	UPA	20.0 34.0

STATE TAXES

State and local taxes ⁹	Gov't. expenditure growth ¹⁰	Gov't debt per capita ¹¹	Hourly mfg. wage ¹²	Energy costs ¹³	Population density ¹⁴	Union mfg. employment ¹⁵	
93.62 -2.84	1.154	510.56	7.58 16.80	5.18	78.0 65	20.1 2.15	ALABAMA
108.37 -18.32	1.134	795.17	8.99 23.32	4.07	26.1 245	5.3 -2.19	ARIZONA
92.34 -6.48	0.856	224.10	7.05 23.47	4.04	44.7 42	13.4 -19.95	ARKANSAS
108.32 -10.98	1.201	473.00	9.52 23.64	6.47	161.1 1,506	24.9 -3.43	CALIFORNIA
97.55 -13.56	1.379	661.42	8.97 17.56	4.12	30.3 249	11.0 -3.67	COLORADO
103.77 -1.63	0.834	1,286.62	8.76 23.73	8.40	644.1 30	16.8 1.92	CONNECTICUT
109.18 -5.92	1.003	1,333.17	9.13 20.45	5.99	313.7 12	19.6 6.17	DELAWARE
90.39 -7.28	1.074	427.18	7.33 22.58	5.84	197.2 933	8.6 -5.40	FLORIDA
103.23 -4.19	0.978	466.43	7.13 23.57	5.14	98.7 269	14.2 0.56	GEORGIA
99.27 -4.47	1.162	280.80	8.49 12.45	4.26	12.0 45	13.5 -15.44	IDAHO
104.09 -7.45	1.053	821.82	9.70 20.95	5.16	206.4 60	41.4 -5.46	ILLINOIS
90.48 2.55	0.915	216.83	10.10 18.96	4.33	152.5 -11	40.0 -3.96	INDIANA
108.53 -1.95	0.929	343.34	10.09 16.38	3.99	51.9 -9	31.0 -8.31	IOWA
96.64 -3.41	0.899	543.55	9.28 25.92	3.84	29.7 62	12.8 -9.38	KANSAS
100.69 -3.13	0.429	278.06	8.79 19.75	5.69	93.6 54	27.0 -8.01	KENTUCKY
104.48 -9.92	1.498	1,039.09	9.79 26.49	3.16	99.7 232	20.2 9.23	LOUISIANA
120.99 -3.24	1.213	676.88	7.61 26.83	6.00	37.0 21	21.6 12.89	MAINE
111.31 -7.46	1.084	1,469.63	9.02 18.53	5.10	437.5 87	32.7 1.44	MARYLAND
117.56 -15.45	1.016	1,233.80	8.01 23.04	7.90	737.1 29	19.1 -8.84	MASSACHUSETTS
124.52 8.27	0.752	779.10	11.62 22.06	4.98	159.2 -193	51.6 -5.14	MICHIGAN
132.21 3.77	0.887	1,130.55	9.56 25.62	4.49	52.1 68	25.7 -9.33	MINNESOTA
100.33 -7.61	0.888	565.21	6.70 23.16	4.37	54.8 67	8.7 -4.95	MISSISSIPPI
91.90 -1.18	0.869	315.59	8.89 22.45	4.54	72.1 54	41.6 -12.56	MISSOURI
125.53 -3.63	0.820	294.61	10.42 18.68	3.14	5.6 30	25.1 -12.53	MONTANA
108.08 -2.32	0.960	556.92	8.75 18.56	3.71	20.8 29	12.5 -12.39	NEBRASKA
102.51 -2.53	1.100	1,257.91	9.02 16.84	4.19	8.1 91	7.6 -19.58	NEVADA

STATE TAXES

	VEHICLE REGISTRATION Motor fuel tax levels ¹	Size and weight limits Height ²	Width ³	Length ⁴	Twin combination lengths ⁵	Maximum Gross Weight ⁶	Reciprocity Agreements ⁷	Axle limits ⁸
NEW HAMPSHIRE	14.0 14.0	13'6"	102" 96"	48'0" NR	28'0" NP	80.0 80.0		22.4 36.0
NEW JERSEY	8.0 8.0	13'6"	102" 96"	48'0" NR	28'0" NP	80.0 80.0	MRA	23.5 34.0
NEW MEXICO	11.0 11.0	13'6"	102" 102"	48'0" 65'0"	28'6" 65'0"	86.4 86.4	UPA	21.6 34.3
NEW YORK	8.0 10.0	13'6"	102" 96"	48'0" 60'0"	28'6" NP	80.0 80.0		22.4 36.0
NORTH CAROLINA	12.25 12.25	13'6"	102" 96"	48'0" 55'0"	28'0" NP	80.0 80.0	MRA IRP	20.0 34.0
NORTH DAKOTA	13.0 13.0	13'6"	102" 102"	NR 75'0"	NR 75'0"	80.0 105.0	IRP UPA	20.0 34.0
OHIO	12.0 12.0	13'6"	102" 102"	50'0" NR	28'6" NR	80.0 80.0		20.0 34.0
OKLAHOMA	9.0 9.0	13'6"	102" 96"	NR NR	NR NR	80.0 90.0	IRP	20.0 34.0
OREGON	9.0 9.0	14'0"	102" 102"	48'0" 60'0"	28'0" 75'0"	80.0 80.0	IRP UPA	20.0 34.0
PENNSYLVANIA	12.0 12.0	13'6"	102" 96"	48'0" 60'0"	28'0" NP	80.0 80.0	IRP	22.4 36.0
RHODE ISLAND	13.0 13.0	13'6"	102" 102"	48'6" NR	28'6" NP	80.0 80.0		22.4 36.0
SOUTH CAROLINA	13.0 13.0	13'6"	102" 96"	48'0" 60'0"	28'6" NP	80.0 80.0	MRA	20.0 35.2
SOUTH DAKOTA	13.0 13.0	13'6"	102" 102"	53'0" 60'0"	28'6" 80'0"	80.0 101.0	IRP UPA	20.0 34.0
TENNESSEE	13.0 13.0	13'6"	102" 96"	40'0" NR	28'6" NP	80.0 80.0	MRA IRP	20.0 34.0
TEXAS	10.0 10.0	13'6"	102" 102"	57'0" NR	28'6" NR	80.0 80.0	IRP	20.0 34.0
UTAH	14.0 14.0	14'0"	102" 102"	48'0" NR	60'0" NR	80.0 80.0	IRP UPA	20.0 34.0
VERMONT	13.0 14.0	13'6"	102" 102"	48'0" 60'0"	28'0" NP	80.0 80.0		22.4 36.0
VIRGINIA	13.63 13.63	13'6"	102" 96"	48'0" 56'0"	28'0" NP	80.0 80.0	MRA IRP	20.0 34.0
WASHINGTON	18.0 18.0	14'0"	102" 102"	48'0" NR	59'0" NR	80.0 80.0	UPA	20.0 34.0
WEST VIRGINIA	15.35 15.35	13'6"	102" 96"	48'0" 55'0"	28'0" NP	80.0 80.0	MRA	20.0 34.0
WISCONSIN	16.0 16.0	13'6"	102" 102"	48'0" 60'0"	28'6" NP	80.0 80.0	IRP	20.0 34.0
WYOMING	8.0 8.0	14'0"	102" 102"	60'0" 85'0"	80'0" 85'0"	80.0 101.0	IRP UPA	20.0 36.0

¹This first column represents the state taxes on gasoline and diesel fuel, respectively, in cents per gallon. Source: Highway Users Federation.

²This number is the maximum height, given in feet and inches, of vehicles within each state. Source: American Trucking Associations. (ATA)

³This number represents the width (in inches) set for interstate and designated highway systems. Source: American Trucking Associations.

⁴In this column is the maximum allowable length (in feet and inches) of a single unit truck on the interstate system. Source: ATA.

⁵Column five is the overall combination length allowed on all interstate roads within the state. Source: ATA.

⁶This column states the maximum allowable gross weight for vehicles in 1000's of pounds. The top number is the interstate figure, and the bottom number is for all other roads within the state. Source: ATA.

⁷This column identifies which reciprocal taxing agreements each state adheres to. Abbreviations used are: MRA—Multistate Reciprocal Agreement; IRP—International Registration Plan; and UPA—Uniform Proration Agreement. Source: Commercial Carrier Journal.

⁸Axle limits for single (top number) and tandem (bottom number) are given in 1000 of pounds. Source: American Trucking Associations.

⁹The top number represents the state and local taxes per \$1000 of personal income. The bottom number is the change over three years. Source:

STATE TAXES

State and local taxes ⁹	Gov't. expenditure growth ¹⁰	Gov't. debt per capita ¹¹	Hourly mfg. wage ¹²	Energy costs ¹³	Population density ¹⁴	Union mfg. employment ¹⁵	
89.35 -2.89	1.130	747.13	7.38 25.72	7.59	106.6 38	8.0 -7.34	NEW HAMPSHIRE
111.74 -4.67	0.807	1,061.30	9.11 25.14	6.73	1,000.0 130	22.3 -6.46	NEW JERSEY
116.58 -4.30	1.035	379.56	7.62 31.61	4.87	11.5 96	15.3 -4.30	NEW MEXICO
153.49 -6.04	1.039	1,285.61	8.84 23.12	5.78	372.9 109	50.2 -6.79	NEW YORK
101.83 -4.09	0.751	523.81	6.68 24.39	5.47	124.5 200	5.0 4.84	NORTHCAROLINA
102.68 0.42	1.012	382.21	7.74 17.99	3.28	9.8 28	13.6 -22.88	NORTH DAKOTA
102.60 9.69	0.792	627.82	10.56 23.22	4.59	262.1 52	41.7 -8.47	OHIO
102.56 0.93	1.049	338.96	9.21 25.14	3.69	48.0 273	17.6 -0.36	OKLAHOMA
119.48 4.74	0.968	2,846.77	10.24 18.38	4.77	27.7 29	25.1 -3.17	OREGON
106.99 -7.45	0.806	750.12	8.95 17.92	4.99	265.0 31	40.8 -7.67	PENNSYLVANIA
120.32 1.21	0.814	837.59	6.92 23.79	8.29	905.2 8	10.8 -9.28	RHODE ISLAND
105.29 -1.39	0.635	528.06	7.03 25.76	4.91	108.1 142	3.9 -4.28	SOUTH CAROLINA
95.81 -9.54	0.778	210.00	7.28 12.00	2.77	9.2 9	3.9 -29.40	SOUTH DAKOTA
90.93 -2.91	0.711	861.58	7.49 23.19	5.06	113.8 94	15.8 -6.62	TENNESSEE
93.04 -4.59	1.074	781.26	8.88 24.20	3.94	60.0 1,494	16.0 9.95	TEXAS
113.03 -9.36	0.746	571.09	8.71 24.07	3.93	19.7 158	7.2 -8.10	UTAH
121.77 -4.14	1.492	845.90	7.66 24.76	7.18	56.6 14	11.3 7.06	VERMONT
99.70 -2.72	0.853	595.23	7.78 25.08	4.54	139.8 203	11.5 0.90	VIRGINIA
14.42 5.21	0.807	1,0082.35	11.41 21.25	3.61	64.7 168	35.0 -6.74	WASHINGTON
111.80 -0.26	0.787	562.29	9.74 20.54	3.74	81.5 15	38.3 8.52	WEST VIRGINIA
131.83 5.71	0.714	983.81	9.78 21.79	4.82	87.3 45	31.2 -8.38	WISCONSIN
202.34 37.08	0.777	773.15	8.72 24.39	3.29	5.3 45	19.3 -7.02	WYOMING

Alexander Grant General Manufacturing Climate Study.

¹⁰This number is the factor value given for state and local government general expenditure growth versus the general revenue growth over three years. The factor indicates the ability of the state and local authorities to match expenditures with general revenues. Source: Alexander Grant.

¹¹These numbers indicate the potential for future tax increases in order to service past debt, and the ability of each state to raise future debt. Source: Alexander Grant.

¹²The top number indicates average wages. The bottom number indicates the trend in wages over three years. Source: Alexander Grant.

¹³Energy costs per million BTUs is presented in column 13. Source: Alexander Grant.

¹⁴The top number in this column represents the density of the work force per square mile. The bottom number indicates the change in size of the general work force over three years. Source: Alexander Grant.

¹⁵The top number indicates the degree of work force unionization. The bottom number represents the percent change over two years in the union work force. Source: Alexander Grant.

MOTOR CARRIERS

THE HIT (AND MISS) PARADE

Numbers for individual motor carriers show that, by and large, trucklines did a better job increasing volume in 1984. But earnings and operating ratios remain a challenge.

By Joseph V. Barks, Editor-in-Chief and Cathy Coffman, Special Projects Editor

Earlier this year, we ran into a delay waiting for the Interstate Commerce Commission-supplied carrier earning figures for the trucking industry. The holdup made it impossible for us to publish the figures in our June issue, as we've done in years past.

The ICC pointed to the carriers as the root cause of the delay, for not being nearly as diligent when it came time to get the numbers to the Commission, as required by law. But the fact that the Commission is now so short-staffed certainly didn't help, from either an enforcement or tabulation standpoint.

Whatever the cause, the delay gave us time to take advantage of the "Top 100" financial report published every year in July by our sister publication, *Commercial Carrier Journal*. We found carriers listed in *CCJ's* report that were not listed in the ICC's, so after we finally got the ICC figures, we merged the two together (excluding United Parcel Service) and came up with an expanded list of 111 leading carriers, presented, as promised, on the following pages.

We also used the extra time to revamp our presentation of the numbers. Rather than use the ICC's anachronistic "Eastern, Southern and Western" districts, we've restructured the listings into strict alphabetical order. We've also prepared a number of smaller tables which will help you determine, at a glance, which carriers did the best, or worst, in key areas: revenues, net income, and operating ratios.

As the "bottom lines" on page 62 show, collectively the carriers showed significant improvement from a revenue standpoint, but the extra business failed to help bolster any of the income and operating ratio lines reflecting financial health (or lack of it). For the most part, the same tendencies can be found within the individual carrier lines. This all bears out the analysis we presented in our June issue ("Some Big Numbers Get Belittled," p. 51), which contended that increases in computerization, communications, marketing and other overhead costs have outpaced whatever added business trucklines have mustered.

Single copies of this article are available at no charge. Input 412 on Reader Service Card.

INCOME RANKINGS—TOP FIFTEEN

CARRIER	'84 RANK	'83 RANK	NET INCOME ¹	NET CHANGE
Roadway Express	1	1	98.28	NC
Consolidated Freightways	2	2	60.00	NC
Yellow Freight System	3	3	41.24	NC
Overnite Trans. Co.	4	NR	33.78	New
North American Van Lines	5	4	27.72	-1
Penna. Truck Lines	6	NR	15.30	New
JB Hunt Transportation	7	NR	14.14	New
Carolina Freight Car	8	6	13.16	-1
Complete Auto Transit	9	NR	11.60	New
APA Transport	10	10	9.89	+2
Southeastern Freight	11	9	9.63	NC
Aero Mayflower Transit	12	15	9.41	+5
Transcon Lines	13	NR	8.73	New
Preston Trucking Co.	14	12	8.65	NC
Central Freight Lines	15	NR	8.18	New

¹(in millions) NR = Not Ranked; NC = No Change

OPERATING REVENUES—TOP FIFTEEN

CARRIER	'84 RANK	'83 RANK	OPER. REVENUE ²	NET CHANGE
Roadway Express	1	1	1,400.9	NC
Yellow Freight System	2	3	1,344.3	+1
Consolidated Freightways	3	2	1,283.7	-1
Ryder/PTE - Nationwide	4	4	890.7	NC
North American Van Lines	5	5	654.2	NC
McLean Trucking Co.	6	6	487.6	NC
Overnite Transportation	7	8	414.3	+1
ABF Freight System	8	7	386.2	-1
Carolina Freight Car	9	9	373.2	NC
Allied Van Lines	10	11	353.8	+1
United Van Lines	11	13	341.3	+2
Smith's Transfer Corp.	12	10	335.1	-2
Transcon Lines	13	12	326.4	-1
American Frl. Systems	14	14	294.6	NC
Aero Mayflower	15	15	267.7	NC

²(in millions) NR = Not Ranked; NC = No Change

LOWEST OPERATING RATIOS

CARRIER	OPERATING RATIO
1. JB Hunt Transportation	75.4
2. APA Transport	79.8
3. New Penn Motor Express	83.7
4. Estes Express Co.	84.6
5. Southeastern Frl. Line	85.6
6. Burnham Service Co.	85.7
7. SAIA Motor Freight Line	85.7
8. Overnite Transportation	85.8
9. Northwest Trans. Co.	86.6
10. AAA Cooper Trans.	88.9

continued

MOTOR CARRIERS

HIGHEST OPERATING RATIOS			LARGEST LOSSES		
CARRIER	OPERATING RATIO		CARRIER	NET LOSS ²	
1. Mason & Dixon Lines	129.1		1. Mason & Dixon Lines	(21.66)	
2. Mercury Motor Express	117.5		2. Ryder/P-I-E	(19.69)	
3. Santa Fe Trail Trans. Co.	113.5		3. Pilot Freight Carriers	(11.97)	
5. Coastal Tank Lines	108.0		5. Coastal Tank Lines	(7.02)	
6. Interstate Contract Car.	107.2		6. Garrett Freight	(6.43)	
7. Associated Trucking	107.0		7. BN Transport	(6.12)	
8. Commercial Lovelace			8. Midwestern Distribution	(3.49)	
Motor Freight, Inc.	105.3		9. Santa Fe Trail Trans. Co.	(3.27)	
9. Midwestern Distribution	105.1		10. Smith's Transfer Co.	(3.25)	
10. Pilot Freight Carriers	104.8				

²(in millions)

CARRIER & YEAR		OPERATING REVENUES (\$ millions)	NET CARRIER OPERATING INCOME ¹ (\$ millions)	NET INCOME ² (\$ millions)	REVENUE TONS HAULED ³ (millions)	OPERATING RATIO ⁴ (percent)	RETURN ON EQUITY LESS INTANGIBLE PROPERTY ⁵ (percent)		OPERATING REVENUES (\$ millions)	NET CARRIER OPERATING INCOME ¹ (\$ millions)	NET INCOME ² (\$ millions)	REVENUE TONS HAULED ³ (millions)	OPERATING RATIO ⁴ (percent)	RETURN ON EQUITY LESS INTANGIBLE PROPERTY ⁵ (percent)	
AAA	84	66.4	7.34	3.60	0.61	88.9	28.80	Commercial	84	167.9	9.23	4.40	2.74	94.5	16.98
Cooper	83	59.1	6.10	3.50	0.57	89.7	33.8	Carriers	83	142.9	8.09	5.08	2.24	94.3	21.51
ABF	84	386.2	15.28	7.92	2.06	96.0	251.4	Complete	84	246.9	NA	11.6	2.88	90.8	NA
Freight	83	349.9	6.36	3.40	2.06	98.2	-0-	Auto Transit	83	212.5	NA	10.3	2.40	90.9	NA
A-P-A	84	\$97.6	\$19.6	\$9.8	\$0.5	79.8	30.2	Consolidated	84	1,283.7	93.1	60.00	5.04	92.7	15.82
Transport	83	87.3	17.2	8.05	0.44	80.2	30.8	Freightways	83	1,116.6	94.80	56.34	4.46	91.5	17.00
Advance	84	66.9	(0.23)	(1.24)	0.74	100.3	-0-	Jack Cooper	84	130.9	7.41	1.82	1.50	94.3	11.24
Transportation	83	58.8	0.87	0.10	0.63	98.5	2.42	Transport ⁷	83	103.2	7.08	1.40	1.30	93.1	14.24
Aero-Mayflower	84	267.7	14.7	9.4	0.47	94.5	33.9	Crete	84	94.1	4.79	3.28	1.30	93.5	29.61
Transit	83	222.6	9.22	6.05	0.40	95.9	27.9	Carrier Corp.	83	62.8	3.34	2.42	1.14	94.7	26.78
Allied Van	84	353.8	7.31	7.76	0.58	97.9	37.1	CRST	84	88.5	6.85	2.86	1.25	92.3	5.7
Lines	83	300.2	3.71	4.34	0.55	98.8	26.1		83	70.2	2.85	1.74	1.23	95.9	23.14
American	84	294.7	6.90	4.11	1.77	97.7	11.19	C.W.	84	131.5	1.60	1.20	1.43	98.8	4.21
Freight System	83	268.6	11.55	6.61	1.61	95.7	21.92	Transport	83	99.4	1.88	0.82	1.12	98.1	3.12
Anchor	84	316.3	NA	9.54	3.64	93.8	NA	Dallas	84	62.4	NA	2.08	NA	93.9	NA
Motor Freight	83	234.0	NA	8.63	2.50	92.7	NA	& Mavis	83	NA	NA	NA	NA	NA	NA
Anderson	84	52.7	2.47	1.45	0.85	95.3	20.32	Duff	84	57.8	(1.10)	0.20	1.03	101.9	28.95
Trucking	83	48.49	2.30	1.67	0.81	95.3	25.95	Truck Lines	83	53.6	(0.07)	(0.43)	0.77	100.1	-0-
Associated	84	194.0	NA	(12.5)	2.10	107.0	NA	E & L	84	76.6	3.95	2.12	0.92	94.8	99.14
Trucking	83	193.8	NA	(2.54)	0.81	99.3	NA	Transport	83	62.1	2.66	2.26	0.79	95.7	29.11
Atlas Van	84	162.4	6.75	1.45	0.28	95.8	3.80	Estes	84	58.99	9.10	5.77	0.75	84.6	40.21
Van Lines	83	133.2	5.25	3.57	0.25	96.1	12.6	Express	83	49.47	6.46	4.19	0.66	86.9	35.73
Auto Convoy	84	77.7	3.16	2.10	1.48	95.9	474.7	FFE	84	63.1	0.11	0.14	0.68	99.8	2.14
	83	48.8	(0.39)	(0.95)	0.88	100.8	-0-	Transport	83	58.7	1.60	0.81	0.64	97.3	13.80
BN Transport	84	50.20	(6.68)	(6.12)	0.29	113.3	-0-	Garrett	84	173.9	NA	(6.43)	1.20	102.4	NA
	83	65.4	(4.26)	(4.80)	0.45	106.5	-0-	Freight	83	168.5	NA	3.48	1.12	99.8	NA
Bekins Van	84	206.8	6.52	4.54	0.34	96.8	17.05	Global	84	82.7	2.81	1.33	0.19	96.6	13.82
Lines	83	171.2	3.94	2.72	0.39	97.7	11.4	Van Lines	83	75.4	1.78	0.74	0.16	97.6	7.79
Bowman	84	158.7	2.48	3.47	1.68	98.4	6.86	Graves	84	71.4	NA	(2.14)	0.45	102.1	NA
Transportation	83	149.0	1.52	2.39	1.75	99.0	4.58	Truck Lines	83	70.1	NA	(1.67)	0.54	102.0	NA
Brown	84	171.7	6.51	2.47	2.38	96.2	13.45	Groendyke	84	63.0	2.69	1.33	3.73	95.7	10.74
Transport	83	150.2	10.34	8.55	2.24	93.1	77.10	Transport	83	54.8	2.05	1.07	3.49	96.3	9.80
Builders	84	79.0	NA	4.15	3.34	89.1	NA	Hall's Motor	84	191.3	(7.09)	(9.98)	1.32	103.7	-0-
Transport	83	NA	NA	NA	NA	NA	NA	Transit	83	193.4	(6.04)	(8.39)	1.36	103.1	-0-
Burnham	84	79.79	11.40	4.86	0.11	85.7	110.8	Holland Motor	84	91.1	10.04	5.76	0.80	89.0	27.67
Service Co.	83	55.00	5.55	2.46	0.9	89.9	55.9	Express	83	72.9	7.56	4.62	0.63	89.6	27.05
Campbell 66	84	88.6	(3.47)	(1.63)	0.74	103.9	-0-	Holmes	84	53.7	(1.13)	0.53	0.52	102.1	4.24
Express	83	88.6	0.35	1.13	0.70	99.6	6.19	Transportation	83	55.5	0.12	0.32	0.65	99.8	2.69
Cassens	84	71.2	NA	5.74	7.93	99.4	-0-	J. B. Hunt	84	97.9	24.1	14.14	1.46	75.4	105.2
Transport	83	NA	NA	NA	NA	99.0	NA	Transportation	83	63.0	13.2	7.63	0.97	79.1	99.37
Carolina	84	373.2	25.5	13.16	2.16	93.2	28.48	Hyman	84	55.6	1.53	1.01	0.39	97.9	36.24
Freight	83	327.3	23.07	11.57	1.99	93.0	30.1	Freightways	83	46.0	2.51	1.52	0.34	94.6	93.48
Central	84	191.3	8.61	8.18	2.48	95.5	12.41	Interstate	84	71.7	NA	(1.56)	0.09	107.2	NA
Freight	83	175.6	6.46	4.70	2.29	96.3	7.40	Contract Car.	83	64.5	NA	(1.42)	0.66	104.0	NA
Central	84	260.7	9.18	5.95	5.46	96.5	23.31	Jones	84	76.6	1.81	2.02	1.52	97.6	129.2
Transport	83	213.5	19.82	4.69	4.79	90.7	200.1	Motor Co.	83	51.1	1.19	1.20	1.07	97.7	4.451
Chemical	84	158.0	3.57	(0.52)	5.53	97.7	-0-	Jones	84	66.7	5.40	3.67	1.37	91.9	40.6
Leaman	83	147.8	0.6	(1.37)	5.54	99.6	-0-	Transfer	83	57.0	3.62	2.74	1.18	93.6	40.4
Churchill	84	84.9	5.07	2.95	0.58	94.0	26.52	Jones	84	152.2	11.37	6.54	1.11	92.5	12.5
Truck Lines	83	72.5	4.60	2.56	0.52	93.7	33.86	Truck Lines	83	158.7	10.90	5.74	1.66	93.1	11.83
Coastal Tank	84	55.1	(4.42)	(7.03)	1.663	108.0	-0-	Kenosha	84	6.07	1.29	0.82	0.65	97.9	10.95
Lines	83	58.5	(0.53)	(3.31)	2.26	100.9	-0-	Auto Transport	83	46.70	0.46	0.41	0.43	99.0	5.59

continued

MOTOR CARRIERS

		OPERATING REVENUES		NET CARRIER OPERATING INCOME ¹ (\$ millions)		NET INCOME ² (\$ millions)		REVENUE TONS HAULED ³ (millions)		OPERATING RATIO ⁴ (percent)		RETURN ON EQUITY LESS INTANGIBLE PROPERTY ⁵ (percent)	
		(\$ millions)		(\$ millions)		(\$ millions)		(millions)		(percent)		(percent)	
Lynden	84	43.8	0.95	0.50	0.18	97.8	3.97						
Transport	83	59.0	4.00	2.22	1.09	93.2	11.21						
Lyons	84	53.2	0.86	0.87	0.40	98.4	7.61						
Transportation	83	47.1	1.78	0.99	0.35	96.2	9.28						
M&G	84	90.6	2.71	1.97	1.11	97.0	18.5						
Convoy	83	70.6	0.49	0.34	0.78	99.3	3.45						
Mason &	84	66.1	(19.2)	(21.6)	1.04	129.1	-0-						
Dixon Lines	83	158.0	(0.62)	(2.49)	1.66	100.4	-0-						
Matador	84	64.7	NA	5.27	NA	82.3	NA						
Service	83	NA	NA	NA	NA	NA	NA						
Mattlack	84	209.0	8.83	2.87	8.70	95.8	7.62						
	83	171.3	5.58	1.07	7.53	96.7	2.8						
McLean	84	487.6	(14.0)	(2.80)	2.66	102.9	-0-						
Trucking Co.	83	519.0	(6.10)	0.86	2.88	101.2	0.85						
Melton	84	59.1	1.06	1.08	1.42	98.2	10.46						
Truck Lines	83	47.5	0.72	0.81	1.24	98.5	8.56						
Merchants Fast	84	95.2	5.00	2.00	1.00	94.8	23.08						
Motor Lines	83	90.3	4.17	1.68	0.94	95.4	19.60						
Mercury Motor	84	31.4	(5.49)	(3.13)	0.35	117.5	-0-						
Express, Inc.	83	48.7	(2.93)	(1.60)	0.53	106.0	-0-						
Mid West Coast	84	60.3	2.18	1.29	0.65	96.4	20.56						
Transport, Inc.	83	57.8	1.12	0.67	0.62	98.1	11.89						
Midwest Emery	84	45.6	(0.80)	(1.42)	1.11	101.8	-0-						
Freight System	83	57.1	(1.76)	(2.39)	1.47	103.1	-0-						
Midwestern	84	135.6	(6.98)	(3.49)	1.81	105.1	-0-						
Distribution	83	104.4	(2.58)	(2.16)	1.44	102.5	-0-						
Miller	84	57.5	1.05	0.14	4.17	98.2	2.14						
Transporters	83	50.5	1.38	0.47	3.96	97.3	7.16						
Milne Truck	84	99.7	1.40	0.63	0.70	98.6	3.32						
Lines, Inc.	83	86.1	0.19	(0.42)	0.60	99.8	-0-						
Mistletoe	84	75.2	0.75	(0.49)	0.22	99.0	-0-						
Express Service	83	67.2	2.48	0.78	0.25	96.3	7.07						
Morgan	84	47.8	1.73	1.10	0.65	96.4	28.5						
Drive Away	83	46.1	2.12	1.20	0.61	95.4	9.40						
Motor	84	93.0	NA	2.37	0.35	97.1	NA						
Convoy	83	68.9	NA	0.20	2.52	98.8	NA						
Murphy's	84	96.7	(0.10)	(0.82)	0.74	100.1	-0-						
Motor Freight	83	91.2	0.74	(0.24)	0.75	99.2	-0-						
NTC of America	84	83.1	0.47	0.30	1.23	99.4	8.07						
	83	55.7	2.03	1.61	0.86	0.64	76.96						
National Freight	84	89.3	0.99	5.10	1.17	98.9	52.2						
	83	76.8	(0.78)	0.14	1.17	101.0	2.28						
New Penn	84	65.7	10.7	6.64	0.57	83.7	23.38						
Motor Express	83	54.5	9.14	5.63	0.47	83.2	23.22						
No. American	84	654.2	28.2	27.7	3.02	95.7	25.24						
Van Lines, Inc.	83	555.4	16.00	20.00	2.58	97.1	15.22						
Northwest	84	82.8	11.14	6.57	0.41	83.6	34.84						
Motor Express	83	67.5	8.79	4.73	0.34	87.0	33.12						
Nu-Car Carriers	84	113.3	8.12	3.62	2.12	92.8	67.06						
	83	94.5	3.64	1.74	1.82	96.6	47.3						
Old Dominion	84	127.4	0.91	(2.97)	1.69	99.3	-0-						
Freight Lines	83	130.8	3.17	1.06	1.99	97.6	8.33						
Oneida Motor	84	56.5	0.13	(0.61)	0.46	99.8	-0-						
Freight, Inc.	83	55.2	0.69	0.32	0.42	98.7	5.44						
Overnite	84	414.3	58.98	33.78	3.58	85.8	21.84						
Transportation	83	340.1	49.96	28.36	3.17	85.3	21.74						
Pacific Motor	84	108.9	4.18	2.63	1.19	96.2	-0-						
Transportation	83	124.8	(6.40)	(16.2)	1.15	105.2	-0-						
Paul's	84	58.5	NA	0.36	1.68	99.4	NA						
Trucking	83	56.8	NA	0.66	1.53	97.9	NA						
Penna	84	67.4	NA	15.3	NA	98.3	NA						
Truck Lines	83	61.2	NA	3.12	NA	95.0	NA						
Pilot Freight	84	208.4	(10.1)	(11.9)	1.82	104.8	-0-						
Carriers, Inc.	83	188.0	(7.91)	(9.45)	1.62	104.2	-0-						
Pre-Fab	84	56.9	2.60	1.15	0.89	95.4	28.11						
Transit, Co.	83	50.1	2.92	2.04	0.96	94.2	61.29						
Preston Trucking	84	285.1	11.15	8.85	2.70	96.1	9.44						
	83	263.4	11.9	6.63	2.60	95.5	9.19						
Red Arrow	84	55.2	1.21	0.52	0.73	97.7	7.03						
Freight Lines	83	46.2	(0.32)	(0.55)	0.65	100.7	-0-						
Red Star	84	97.6	9.47	4.50	0.61	90.3	20.67						
Express	83	95.3	9.51	3.54	0.69	90.0	10.25						
Refiners	84	47.5	0.92	0.11	5.33	98.1	0.89						
Transport	83	48.0	(0.35)	(1.39)	6.06	100.7	-0-						
Riss Int'l.	84	70.5	(0.82)	(0.77)	1.06	101.2	-0-						
	83	70.8	(0.52)	(0.03)	1.19	100.7	-0-						
Roadway Express	84	1,400.9	133.85	98.28	5.83	90.4	17.93						
	83	1,259.0	130.63	99.49	5.03	89.6	20.69						
Ryder/P-I-E	84	890.7	(26.3)	(19.6)	3.83	103.0	-0-						
	83	822.0	26.66	9.89	35.6	96.8	8.40						
St. Johnsbury	84	232.3	13.98	6.67	2.01	94.0	20.36						
	83	209.0	12.33	4.65	1.65	94.1	16.77						
SAIA Motor	84	56.3	8.07	4.70	0.67	85.7	21.8						
Freight	83	47.4	6.47	3.74	0.52	86.4	21.25						
Santa Fe Trail	84	43.6	(5.88)	(3.28)	0.27	113.5	-0-						
Transport	83	48.1	(2.19)	1.13	0.29	104.5	11.14						
Schneider	84	193.0	3.34	1.77	3.72	98.3	18.75						
Transport	83	168.8	5.86	3.17	3.35	96.5	52.71						
Schwerman	84	55.4	2.61	2.37	4.38	95.3	789.0						
Trucking Co.	83	54.6	1.34	0.40	4.53	97.6	-0-						
Smith's Transfer	84	335.1	5.51	(3.25)	2.10	98.4	-0-						
	83	315.3	8.09	3.67	2.17	97.4	7.14						
Southeastern	84	70.0	10.10	9.63	0.83	85.6	111.5						
Freight	83	58.6	8.61	8.25	0.67	85.3	78.71						
Southwest	84	59.8	2.19	0.11	0.58	96.3	1.80						
Freight	83	49.18	2.17	0.80	0.50	94.2	27.54						
System 99	84	72.3	(0.94)	(2.30)	0.45	101.3	-0-						
	83	67.6	2.97	1.32	0.42	95.6	-0-						
The Motor	84	92.9	2.69	2.37	3.53	97.1	104.7						
Convoy	83	68.9	0.86	0.20	2.61	98.7	13.10						
Thurston	84	111.5	2.07	(1.20)	1.29	98.1	-0-						
Motor Lines	83	104.1	5.36	0.19	1.23	94.9	12.40						
Transcon Lines	84	326.5	19.6	8.73	1.83	94.0	28.10						
	83	283.7	9.29	4.68	1.62	96.7	17.73						
Transus, Inc.	84	96.0	4.71	7.26	0.88	95.1	29.10						
	83	93.7	5.77	6.72	0.91	93.8	30.09						
Tri-State	84	109.6	1.08	(0.28)	0.93	99.0	-0-						
Motor Transit	83	106.2	4.06	2.02	0.95	96.2	10.17						
United Van Lines	84	341.3	(0.36)	0.98	0.60	100.1	4.79						
	83	269.7	0.95	1.71	0.45	99.6	9.32						
Viking Freight	84	103.0	6.68	3.57	0.58	93.5	10.83						
	83	80.3	3.52	0.74	0.46	95.6	4.36						
Watkins	84	116.6	4.87	2.45	0.50	95.8	18.99						
	83	128.1	10.02	3.48	0.80	92.2	29.35						
Willis Shaw	84	52.6	4.81	3.03	0.58	90.9	117.2						
	83	49.6	3.17	1.01	0.53	93.6	6.78						
Yellow Freight	84	1,344.3	69.45	41.24	5.86	94.8	18.19						
	83	1,058.0	78.01	48.03	4.56	92.6	22.23						
Total, All Carriers*	84	17,412	715.83	412.08	160.66	95.9	13.19						
	83	15,483	737.45	430.48	150.08	95.2	15.1						

*Net Carrier Operating Income - Difference between carrier operating revenues and expenses.

²Net Income - includes fixed charges, non operating income, income taxes, unusual or infrequent items, earnings attributable to discontinued segments, extraordinary items and cumulative effect of changes in accounting principles, but before extraordinary charges for write down of operating rights and